

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 410—Administration of RHT Organizations (3)
Fall 2011

DAY/TIME:	Tuesdays & Thursday s 10:30 – 11:45 A.M.	LOCATION:	Bull Run Hall 257
PROFESSOR	Paul Gilbert	EMAIL ADDRESS:	pgilbert@nvrpa.org
		PHONE NUMBER:	703-359-4600
OFFICE HOURS:	By appointment before or after class	FAX NUMBER:	703-273-0905

PREREQUISITES: 60 hours

COURSE DESCRIPTION: Focuses on operation and management of health, fitness, and recreation services organizations. This Course covers management and leadership theories and techniques, problem solving and decision making, organizational communications, design of organizational structure, and budgeting.

COURSE OBJECTIVES: At the completion of this course, students should be able to:

1. Discuss management practices and principles developed and successfully used in business, industry and public agencies.
2. Discuss and be able to apply a behavioral approach to facilitating individual development within recreation, health, and tourism (RHT) organizations.
3. Identify problems affecting the management and operation of organizations and the delivery of recreation, health and tourism services.
4. Discuss the principles of organizing, allocating and managing organizational resources in order to provide equitable delivery of recreation, health, and tourism services.
5. Apply budgeting principles of organizing, allocating and managing operational budgets of RHT organizations.
6. Describe barriers to effective communications and strategies for communicating in a multicultural society.

COURSE OVERVIEW

The content of this course will be presented through lectures, and classroom participation. Students will demonstrate their comprehension of the course material through in-class and take home assignments, as well as attendance and participation. Students will be expected to adhere to the guidelines listed at the end of the syllabus, and additional policies handed out during the semester.

You are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due or **no credit will be given**. Use of all personal electronic devices during class will not be allowed.

REQUIRED READINGS

Books:

Gilbert, Paul A. (2011) *Lead Like a General: Modern research on leadership as seen through the Civil War*. Springfield Virginia: Marquis Press.

Harvard Business School Press (2004), *Manager's Toolkit: The 13 Skills Managers Need to Succeed*. Boston, Massachusetts, Harvard Business School Press.

Articles provided electronically:

Gilbert, Paul (September 2010), *Are You a Viking or a Farmer*, Park & Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201009/index.php?startid=22&qsvikings#/24>

McCarthy, Michael (October 2010), *Valhalla*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201010/index.php?startid=28&qsvikings#/30>

Lovell, Tom (January 2011), *A Crisis of Knowledge*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201101/index.php#/30>

Ferris, Randolph (April 2011), *Secrets of Farmers and Vikings*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201104/index.php?startid=26&qsvikings#/28>

Rainey, Hal G. (1999) *Using Comparisons of Public and Private Organizations to Assess Innovative Attitudes Among Members of Organizations*, Public Productivity and Management Review, Vol 23, No. 2, 130-149.

NRPA: Five Cutting-Edge Industry Monographs

- [The Benefits of Physical Activity: The Scientific Evidence](#)
Dr. Geoffrey Godbey and Dr. Andrew Mowen
- [Measuring the Economic Impact of Park and Recreation Services](#)
Dr. John Crompton
- [Parks and Other Green Environments: Essential Comp. of a Healthy Human Habitat](#)
Dr. Frances E. (Ming) Kuo
- [Air Quality Effects of Urban Parks and Trees](#)
Dr. David J. Nowak and Dr. Gordon M. Heisler
- [The Rationale for Recreation Services for Youth: An Evidence Based Approach](#)
Dr. Peter A. Witt and Dr. Linda Caldwell

EVALUATION

This course will be graded on a point system, with a total of 100 possible points.

Requirements	Points
Exam	
#1 Mid-term	15
#2 Final	20
<i>Paper on "Vikings vs. Farmers" the future of Park & Recreation</i>	15
<i>Interview paper on the top organizational challenges of actual park agencies</i>	15
<i>Paper on positioning the agency</i>	15
<i>Class participation</i>	<u>20</u>
TOTAL	100

Grading Scale

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79	D = 60 – 69
A- = 90 – 93	B = 84 – 87	C = 74 – 77	F = 0 – 59
	B- = 80 – 83	C- = 70 – 73	

TENTATIVE COURSE SCHEDULE

DATE			TOPIC	READINGS/ASSIGNMENT DUE
T	August	30	First class: Introduction to RHT organizations	
TH	September	1	Organizational Structures & Theory	
T	September	13	Strategic Planning	Chapter 1- Manager's Toolkit
TH	September	15	Mission and Momentum	Chapters 1 & 5 – Lead Like a General
T	September	20	Budgeting	Chapter 13 – Manager's Toolkit Papers Due – Vikings vs. Farmers
TH	September	22	Capital Development - guest Todd Hafner	
T	September	27	No Regular Class – Interview 3 park leaders at Bull Run Regional Park - Centreville	
TH	September	29	Pricing	Chapter 16 – Manager's Toolkit
T	October	4	Creating Innovative Organizations	Chapter 11 – Lead Like a General Paper Due – Org. Challenges
TH	October	6	Hiring the best	Chapter 2 – Manager's Toolkit
T	October	11	NO CLASS – Columbus Day Holiday	
TH	October	13	Understanding individual differences	Chapter 3 – Lead Like a General
T	October	18	Mid-term Exam	
TH	October	20	Tourism Orgs. – guest Barry Biggar, Visit Fairfax	
T	October	25	Keeping the Best & Training	Chapter 3 – Manager's Toolkit Chapter 10 – Lead Like a General
TH	October	27	Building and managing teams	Chapter 6 – Manager's Toolkit Chapter 4 – Lead Like a General
T	November	1	Time management & work/life balance	Chapter 5 – Manager's Toolkit
TH	November	3	Performance review & coaching	Chapter 7 – Manager's Toolkit
T	November	8	Handling challenging employees	Chapter 8 – Manager's Toolkit
TH	November	10	Governance vs. management	Chapter 7 – Lead Like a General
T	November	15	Accreditation/Certification: guest Barbara Tulipane, NRPA CEO	NRPA Accreditation standards Paper Due – Value of PRT orgs.
TH	November	17	Marketing strategy and positioning	Chapter 12 – Manager's Toolkit
T	November	22	Financial Statements & Audits: Guest Steve Bergstrom	Chapter 14 – Manager's Toolkit
TH	November	24	NO CLASS – Thanksgiving Holiday	
T	November	29	Becoming a Leader I	Chapter 10 – Manager's Toolkit Chapter 9 – Lead Like a General
TH	December	1	Becoming a Leader II	Chapter 11 – Manager's Toolkit Chapter 12 – Lead Like a General

DATE			TOPIC	READINGS/ASSIGNMENT DUE
T	December	6	Organizational Culture	Innovative Attitudes - Rainey
TH	December	8	Organizational Change	Reading TBA
T	December	13	POSSIBLE FINAL EXAM DATE	
TH	December	15	POSSIBLE FINAL EXAM DATE	

Note: Faculty reserves the right to alter the schedule as necessary.

Tentative Classroom Guests:

- Todd Hafner, Director of Planning and Development for Northern Virginia Regional Park Authority – will help with our discussion of Capital Planning.
- Barry Biggar, CEO of Visit Fairfax – will help with our discussion of tourism organizations.
- Barbara Tulipane, CEO of the National Recreation and Park Association – will help with our discussion of accreditation and professional certification.
- Steve Bergstrom, Director of Budget and Finance for Northern Virginia Regional Park Authority – will help with our discussion of financial statements and audits.

Student Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.



Campus Resources

- The George Mason University Counseling and

Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].

- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu/>].

